



STRATEGIC PLAN

2022-2026

GREATER COMPLIANCE
FOR A GREENER FUTURE



February 2022

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GLOSSARY OF ABBREVIATIONS

Abbreviation	Meaning
ASOE	Assessment of the State of the Environment
CCU	Climate Change Unit
CEC	Certificate of Environmental Clearance
CSF	Critical Success Factors
CSO	Civil Society Organisation
EIA	Environmental Impact Assessment
EMA	Environmental Management Authority
EM ACT	Environmental Management Act, Chapter 35:05
ESA	Environmentally Sensitive Area
ESS	Environmentally Sensitive Species
ETF	Environmental Trust Fund
GHG	Greenhouse Gas
GORTT	The Government of the Republic of Trinidad and Tobago
ICT	Information and Communication Technology
NDC	Nationally Determined Contributions
IPMF	Integrated Performance Management Framework
MRV	Monitoring, Reporting & Verification
NCSD	National Council for Sustainable Development
NDS	Trinidad and Tobago's Vision 2030 National Development Strategy
NEP	National Environmental Policy, 2018
NGO	Non-Governmental Organisation
ODPM	Office of Disaster Preparedness and Management
PSA	Public Service Authority

PSIP	Public Sector Investment Programme
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
UN SDG	United Nations Sustainable Development Goals
TTPS	Trinidad and Tobago Police Service
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WASA	Water and Sewerage Authority
WIP	Watershed Improvement Plans
WWF	World Wide Fund for Nature
WPR	Water Pollution Rules, 2019

1. About The EMA

1.1 Introduction to the EMA

The Environmental Management Authority (EMA) began operations in June 1995 with start-up funding through a World Bank loan, with additional assistance from the United Nations Development Programme (UNDP) and the Government of the Republic of Trinidad and Tobago (GORTT). The EMA was established as a body corporate under the Environmental Management Act, Chap. 35:05 which is a re-enactment of the now repealed Environmental Management Act, No. 3 of 1995.

The legislation is aimed at establishing an effective regulatory regime, which will protect, enhance, and conserve the environment. The objectives of the Act are to:

- ◆ Promote and encourage among all persons a better understanding and appreciation of the environment.
- ◆ Encourage the integration of environmental concerns into private and public decisions.
- ◆ Ensure the establishment of an integrated environmental management system in which the Authority, in consultation with other persons, determines priorities and facilitates co-ordination among governmental entities to effectively harmonise activities designed to protect, enhance, and conserve the environment.
- ◆ Develop and effectively implement and enforce written laws, policies, and other programmes; and
- ◆ Enhance the legal, regulatory, and institutional framework for environmental management.

The EMA has five (5) offices throughout the country, with four (4) in Trinidad and 1 in Tobago. (See Figure 1). Our offices are located in Port-of-Spain (head office), Chaguanas, Valencia, San Fernando and Carnbee, Tobago.



FIGURE 1: MAP SHOWING THE LOCATIONS OF OFFICES OF THE ENVIRONMENTAL MANAGEMENT AUTHORITY

1.2 The EMA's Mandate

Under the Environmental Management Act, Chapter 35:05 (EM Act), the EMA is mandated to:

- ◆ Make recommendations for a National Environmental Policy;
- ◆ Develop and implement policies and programmes for the effective management and wise use of the environment, consistent with the objects of this Act;
- ◆ Co-ordinate environmental management functions performed by persons in Trinidad and Tobago;
- ◆ Make recommendations for the rationalisation of all governmental entities performing environmental functions;
- ◆ Promote educational and public awareness programmes on the environment;
- ◆ Develop and establish national environmental standards and criteria;
- ◆ Monitor compliance with the standards, criteria and programmes relating to the environment;
- ◆ Take all appropriate action for the preservation and control of pollution and conservation of the environment;
- ◆ Establish and co-ordinate institutional linkages locally, regionally and internationally;
- ◆ Perform such functions as are prescribed; and
- ◆ Undertake anything incidental or conducive to the performance of any of the foregoing functions.

In performing its duties and functions, the EMA shall facilitate co-operation among persons and manage the environment in a manner, which fosters participation and promotes consensus, including the encouragement and use of appropriate means to avoid or expeditiously resolve disputes through mechanisms for alternative dispute resolution.

1.3 Building on 25 Years of Environmental Stewardship

The EM Act charges the EMA with the responsibility for the management and conservation of the environment, which is defined as “all land, area beneath the land surface, atmosphere, climate, surface, surface water, groundwater, sea, marine and coastal areas, seabed, wetlands and natural resources within the jurisdiction of Trinidad and Tobago”.¹ Selected natural and man-made resources for Trinidad are shown in Figure 2 and for Tobago in Figure 3.

QUICK FACTS
Trinidad Land Area ² : 4,827 km ²
Tobago Land Area ³ : 303 km ²
Exclusive economic zone ⁴ : 77,502 km ²
Coastline (T&T combined) ⁵ : 704 km
Population ⁶ (2016): 1,367,558
Flora ⁷ : 3,638 species (53 endemic)
Fauna ⁸ : 6,920 species – 100 mammals (land and marine) species (2 endemic), 433 bird species (2 endemic), 60 fish species (freshwater), 1,013 fish (marine) species (4 endemic), 38 amphibian species (7 endemic), 98 species of reptiles (4 endemic), 523 marine invertebrates species (1 endemic), 56 Molluscs species (1 endemic), 201 Annelida (marine) species (1 endemic), 70 Nematoda (marine) species, 55 Echinodermata (marine) species, 56 porifera (marine) species, 4,176 Arthropoda (terrestrial) species and 41 species of Cnidaria.
Major Ecosystems ⁹ :
◆ Forests (Natural and Plantation)
◆ Coastal (Mangroves, Coral Reefs (Tobago), Seagrass beds and Marshes)
◆ Freshwater (Rivers)

¹ Environmental Management Act Chapter 35:05. Section 2, page 9.

² Central Statistical Office. 2007. *First Compendium of Environmental Statistics, Trinidad and Tobago*.

³ Ibid

⁴ Integrated Coastal Zone Management Inter-Ministerial Committee, & Ministry of Planning and Development. (2019, April). *Integrated Coastal Zone Management* [PDF]. ICZM Inter-Ministerial Committee.

⁵ Ibid

⁶ Central Statistical Office. Mid-year June 2021 Estimate

⁷ Ministry of Planning and Development, Environmental Management Authority, & Global Environment Facility. (2017). *National Biodiversity Strategy and Action Plan for Trinidad and Tobago, 2017-2022* [PDF]. Convention on Biological Diversity.

⁸ Ibid

⁹ Government of the Republic of Trinidad and Tobago. (2016, October). *Trinidad and Tobago's Fifth National Report to the United Nations Convention on Biological Diversity* [PDF]. Convention on Biological Diversity.

Over the last 25 years the Authority has built up its expertise and formulated rigorous processes to treat with Trinidad & Tobago environmental challenges. These challenges include grappling with the competing and sometimes conflicting goal of achieving social and economic progress in an environmentally sustainable manner. Some of the major environmental issues include:

- Unplanned/Unregulated developments
- Pollution of surface, ground and coastal & marine waters
- Unsustainable waste management practices
- Deforestation, soil erosion and flooding
- Climate change
- Degradation of ecosystems and loss of biodiversity
- Noise pollution

As the EMA pursues its mandate to address these, and other emerging challenges, careful consideration is being given to ensure that this 2022–2026 Strategic Plan is aligned to Trinidad and Tobago’s Vision 2030 National Development Strategy (NDS), the 2018 National Environmental Policy (NEP) as well as the United Nations Sustainable Development Goals (UN SDG).

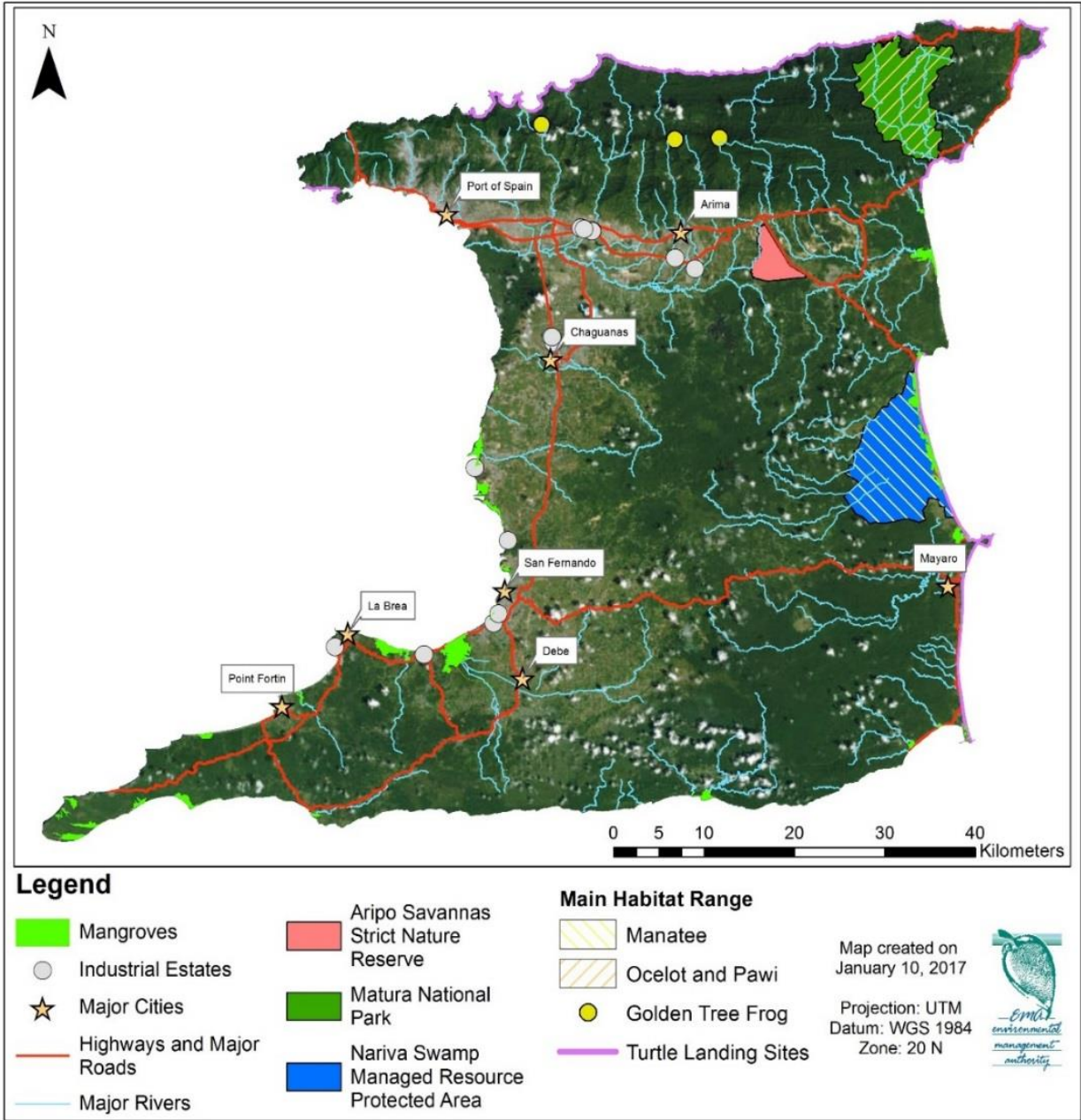


FIGURE 2: MAP SHOWING SELECTED NATURAL AND MAN-MADE RESOURCES IN TRINIDAD

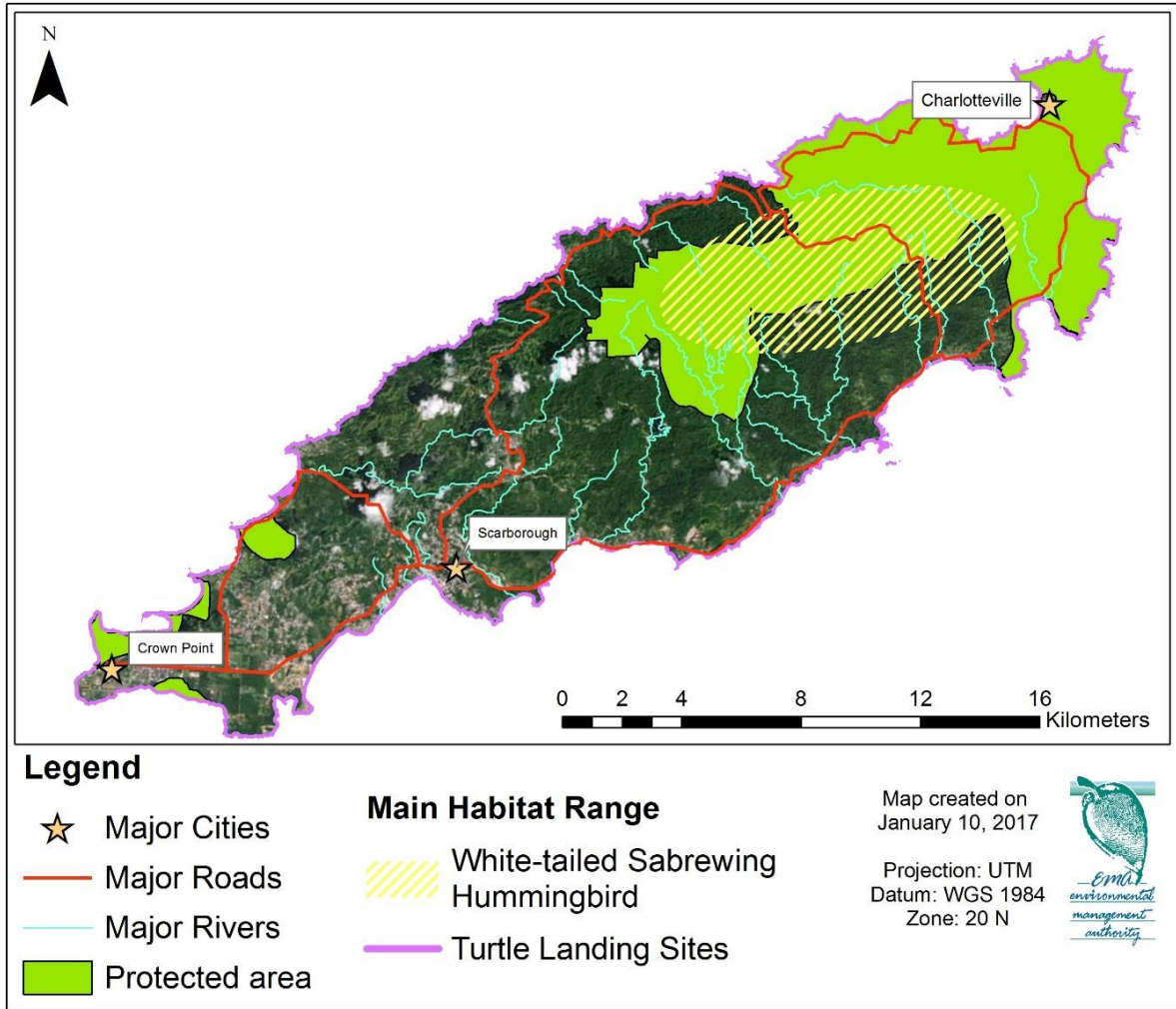


FIGURE 3: MAP SHOWING SELECTED NATURAL AND MAN-MADE RESOURCES IN TOBAGO

1.4 Sustainable Development in Trinidad & Tobago

In 2015, Trinidad and Tobago adopted the United Nations 2030 Agenda for Sustainable Development, which identifies 17 Goals and 169 targets for which “countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.”¹⁰ In placing sustainability at the core, the United Nations has taken a new approach that considers partnership and peace as two (2) additional pillars in the traditional concept of sustainable development (Figure 4). These five (5) pillars are people, planet, prosperity, as well as peace and partnerships.



FIGURE 4¹¹: FIVE PILLARS OF SUSTAINABLE DEVELOPMENT

¹⁰ United Nations. The Sustainable Development Agenda. <http://www.un.org/sustainabledevelopment/development-agenda/> (accessed on 18 January 2017).

¹¹ United Nations System Staff College. [Sustainable Development](#) (accessed on 08 February 2022).

The NDS is the GORTT's overarching policy framework for sustainable development in Trinidad and Tobago. The NDS recognises that, *"Economic activity is driven by environmental exploitation and the environment must, therefore, be placed at the heart of this country's development focus."*¹² The GORTT, *"will create a culture that engenders an attitude of environmental consciousness and esteems conservation and preservation of our national assets, be they man made or natural...In order to secure national prosperity, every effort will be made to ensure that the economic potential of this country is realized without jeopardizing the integrity, diversity or productivity of our environment."*¹³ and as such Placing the Environment at the Centre of Social and Economic Development was identified as Development Theme V of the NDS.

The 2018 NEP was approved by Cabinet and laid in Parliament in November 2018. The NEP is the overarching framework for environmental management in Trinidad and Tobago. It reflects and strengthens the environmental pillar of Trinidad and Tobago sustainable development thrust. To further the implementation of this policy and in accordance with Section 3.02 of the NEP, a National Council for Sustainable Development (NCSD), chaired by the EMA, was established by Cabinet on 31 July 2020. The NCSD is intended to provide a forum for Government, private sector and civil society to have ongoing oversight with advisory functions to the Action Plan. It is envisioned that compliance with the NEP will be achieved through a combination of top-down and bottom-up efforts, across all sectors driven by governmental, non-governmental and private sector organizations.

The EMA's work for the next five (5) years, as outlined in this Strategic Plan, will continue to support Trinidad and Tobago's efforts towards achieving sustainable development and will be closely aligned to the UN 2030 Agenda for Sustainable Development, Trinidad and Tobago's National Development Strategy (Vision 2030) and the 2018 NEP.

¹²Government of Trinidad and Tobago, 2016. National Development Strategy 2016-2030 (Vision 2030). Ministry of Planning and Development. p. 68

¹³ Government of Trinidad and Tobago, 2016. National Development Strategy 2016-2030 (Vision 2030). Ministry of Planning and Development. p. 69

2. Strategic Planning Approach

As part of the development of the Strategic Plan 2022-2026, an assessment of the EMA’s Culture was conducted from January 2021 to March 2021 using the Human Synergetics, Organizational Culture Inventory. The findings of this inventory determined that the EMA needs to transition to a culture that is more constructive in order to achieve the objectives of this plan. Constructive cultures promote effective goal setting and achievement, growth and learning and teamwork and collaboration.

A structured strategic planning methodology was utilised to gain maximum input and output value from as many stakeholders as possible who are expected to implement the Strategic Plan. The approach utilised the fundamental principle that the strategic direction of the EMA must be a mutually agreed and shared one. The process included a high-level diagnostic assessment and a number of focus group sessions with employees.

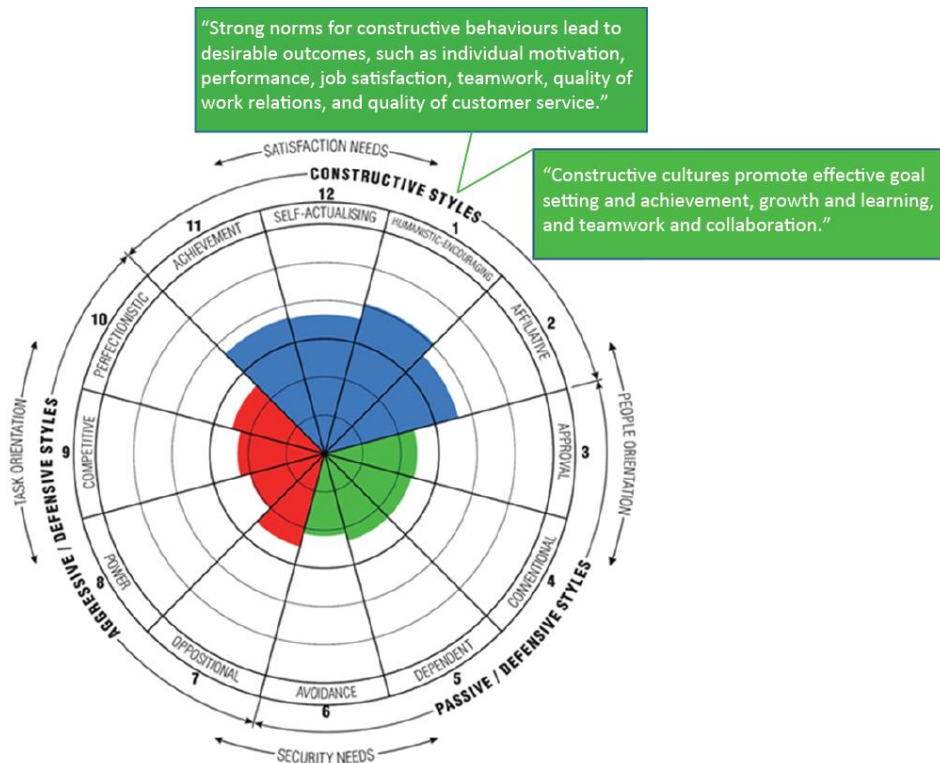


FIGURE 5¹⁴: HUMAN SYNERGETICS CIRCUMPLEX MODEL


¹⁴ Human Synergetics International. [The Circumplex – Human Synergetics \(human-synergetics.com.au\)](http://TheCircumplex-HumanSynergetics(human-synergetics.com.au)) (accessed on 08 February 2022)

2.1 Diagnostic Assessment

As part of the Diagnostic Assessment, the EMA's compliance with the mandates of the EM Act was evaluated. The assessment showed that for the past twenty-five years, the EMA has made great strides regulating significant sources of pollution and managing potential environmental impacts through its environmental permitting processes. In addition, significant advancements were made in verifying compliance with environmental criteria and standards, as well as raising public awareness of critical environmental issues such as water, noise and air pollution, as mandated under the EM Act. During the last five (5) years the institutional depth and breadth of the EMA has increased, and it is now better equipped to fulfil its mandate to lead environmental management in Trinidad and Tobago. This includes completing statutory requirements in accordance with the EM Act such as production of the Annual Reports, which includes an assessment of the state of the environment, revision of the NEP and revision of the Environmental Code.

2.2 Strategic Plan 2017–2021 Achievements & Challenges

During the assessment, the following achievements were noted from the Strategic Plan 2017-2021. These are outlined below:

Strategic Objective	
	To lead and manage the environmental integrity of Trinidad and Tobago
Achievements:	
<ul style="list-style-type: none"> • Revised the 2006 NEP based on feedback from public consultations (7 in Trinidad and 2 in Tobago) and focus group meetings • Commenced mainstreaming of the 2018 NEP internally and externally through interactive workshops • Established a real time Ambient Air Quality Monitoring Network and National Air Quality Index • Developed an Air Quality Management Programme • Amended the Water Pollution Rules (WPR) incorporating the Polluter Pays Principle • Revised the Water Pollution Management Programme • Implemented Watershed Management Plans • Developed the Waste Management Rules, which will come into effect on 31 May 2022 • Completed the Quarry Rehabilitation Handbook and rehabilitation of nine (9) hectares of quarry lands • Prepared a Position Paper on Fireworks that was used to inform discussions on legislation to regulate the use of fireworks • Initiated a data collection exercise for establishing background noise levels for Zone III under the Noise Pollution Control Rules • Completed a baseline Ecological Risk Assessment of the southwest Gulf of Paria in June 2020 • Issued the following permits: <ul style="list-style-type: none"> ○ CECs – 796 (January 2017 and December 2021) ○ Noise Variations – 1784 (January 2017 and December 2021) 	

<ul style="list-style-type: none"> ○ Air Source Emitter Registration Certificates – 206 (January 2017 and December 2021) ○ Air Pollution Permit – 1 (January 2017 and December 2021) ○ Water Permits – 13 (January 2017 to October 2019) ○ Water Permits – 27¹⁵ (January 2020 to December 2021)
<ul style="list-style-type: none"> ● Responded to environmental incidents and investigated complaints – 2453
<ul style="list-style-type: none"> ● Monitored 1020 CECs, 47 Water Permits, 1 Air Permit, 448 Noise Variations (with the COVID-19 Pandemic, noise variations (for events only) were suspended from March 2020)
<ul style="list-style-type: none"> ● Completed environmental remediation of oil contaminated waste from the 2013 and 2017 oil spills, which was temporarily stored at a Guapo location in Point Fortin
<ul style="list-style-type: none"> ● Presented a research paper “Participatory 3-D Modelling of an Environmentally Sensitive Area” at the Environmental Systems Research Institute (ESRI) User Conference in San Diego, California in 2017. This paper was based on the Participatory 3-Dimensional Model (P3DM) of the Matura National Park Environmentally Sensitive Area that was developed in 2016.
<ul style="list-style-type: none"> ● Designated the Scarlet Ibis as an ESS in 2018
<ul style="list-style-type: none"> ● Received grant funding from UNEP-CEP/CaMPAM and implemented a project “Introduction to Community Small Business Planning” for stakeholders associated with the three (3) Environmentally Sensitive Areas in 2019
<ul style="list-style-type: none"> ● Commenced the designation process for the Trinidad Howler monkey and Trinidad Capuchin monkey in 2019
<ul style="list-style-type: none"> ● Attended and presented a research paper “Conservation Efforts in Trinidad and Tobago for the Trinidad piping guan, White-tailed sabrewing hummingbird and the Scarlet ibis,” at the Birds Caribbean Conference 2019 in Guadeloupe
<ul style="list-style-type: none"> ● Established Management Advisory Committees (MAC) for the Aripo Savannas, Nariva and Matura Environmentally Sensitive Areas
<ul style="list-style-type: none"> ● Restored 236 ha of the targeted 500 ha (264 ha remains) under the National Restoration, Carbon Sequestration, Wildlife & Livelihoods Project (ongoing); created 300 sustainable livelihoods and training opportunities; and conducted the 1st National wildlife survey on five (5) game species

¹⁵ The revised Water Pollution Rules, 2019 (WPR) and the Water Pollution (Fees) Regulation, 2019 came into effect. Pursuant to rule 27 of the WPR 2019, the Water Pollution Rules, 2001 (as amended) were revoked. As such all applications and permits issued under those rules are no longer valid. Some permits issued during 2017-2019 were reassessed in 2021-2021 or still being assessed

Strategic Objective



To manage, sustain and leverage strategic alliances both nationally and internationally

Achievements:

- Collaborated in 2017 with the United Nations Environment Programme to co-host a three (3) day regional “Environmental Information Week” workshop to strengthen the capacity of Caribbean countries to generate and use environmental information
- Joined Breathe Life campaign in April 2020 with resultant benefit of specialised technical assistance and access to an international network to address the air pollution priorities of the country
- Executed the 1st National Wildlife Survey, 2014-2018 and findings were published
- Resumed Clearinghouse Committee meetings with the Tobago House of Assembly
- Re-established the EMA’s Environmental Officers’ Program
- Participated as a key partner in the Automated Construction Permitting System, DevelopTT platform being implemented by the Ministry of Planning & Development to improve business efficiency for developmental projects
- Assigned the chairmanship of the National Sea Turtle Task Force, Upstream Effluent Management Working Group and NCSD
- Contributed to the following as a member of the World Wide Fund for Nature (WWF) Regional Leatherback Action Plan Programme for the wider Caribbean Region:
 - Developed and distributed a Leatherback Turtle poster
 - Hosted a national consultation with local stakeholders to inform the action plan
- Delivered sensitisation sessions on the work of the EMA to various Government, private sector and civil society stakeholders
- Collaborated with the Ministry of Trade and Industry to facilitate a workshop for the users of the revised ‘Guidebook on Sustainable Environmental Practices for Marinas and Boatyards’
- Collaborated with the Ministry of Education to make the EMA’s educational materials available on the Ministry’s student portal

Strategic Objective

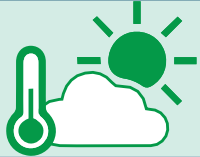


To shape a regulatory authority that is independent, fair, accountable, transparent, efficient and effective

Achievements

- Fulfilled statutory obligation to complete production of the EMA's Annual Reports, inclusive of an assessment of the State of the Environment (ASOE) with indicator-based reporting
- Commenced yearly Staff Surveys (Well Being and Satisfaction) in 2018
- Commenced yearly Customer Surveys in 2019
- Commenced yearly assessments of the EMA's operations and its compliance with the EM Act in 2019
- Designed, developed and implemented a quality management system towards the acquisition of ISO 9001:2015 certification (in 2022)
- Started digital transformation through implementation of Microsoft 365 software and associated programmes for a versatile and agile workforce
- Introduced a Work From Home Policy in 2019 which evolved into a Remote Work Policy to ensure business continuity
- Implemented a Performance Management System for building organisational excellence
- Updated procedures to increase CEC processing efficiency
- Mainstreamed the use of GIS in the EMA's regulatory processes to inform decision making
- Disseminated a basic survey on "Evolving a Greener Economy" to gather information from the business community on their knowledge as it relates to a "Green Economy"
- Established a Greening Committee and development of a Roadmap for greening the EMA's operations
- Developed COVID-19 Guidelines and conducted a COVID-19 Risk Assessment for re-entry of staff into the workplace upon the lifting of the Government's restrictions
- Reviewed the institutional arrangements at the EMA to align with strategic objectives

Strategic Objective



To support the implementation, management and monitoring of the climate change programme for Trinidad & Tobago

Achievements

- Executed a pilot project during the period 2019 – 2020 for the implementation of the National Climate Mitigation Monitoring, Reporting and Verification (MRV) system in collaboration with the Ministry of Planning and Development, as well as selected stakeholders across various sectors. The MRV system is intended to track the type and quantity of greenhouse gas (GHG) emissions, the monitoring process of the MRV system, as well as mitigation actions and the support received.
- Established the National Climate Mitigation MRV system based on the outcomes of the pilot project and extended invitations to additional stakeholders to voluntarily submit data in 2021
- Promoted actions to address the NEP priority area “Addressing Climate Change & Environmental and Natural Hazards” as Chair of the NCSD
- In 2018, the EMA received the support of the National Designated Authority of the MPD for the EMA to pursue accreditation with Green Climate Fund (GCF) as a national direct access entity
- Accessed a GCF Readiness Programme grant to conduct a gap assessment with the objective of creating an Action Plan for achieving GCF accreditation. This assessment was done by PricewaterhouseCoopers in 2019.
- Accessed a second Readiness Support Programme grant in 2020 an aim to retain the appropriate expert services to close four (4) gaps identified in the gap assessment exercise. The Caribbean Community Climate Change Centre (CCCCC) be appointed as the ‘delivery partner’. In 2021 a consulting firm was selected to close three (3) of the gaps.

Strategic Objective



To educate the public on environmental matters and build a culture of environmental stewardship and ownership

Achievements

- Articulated the iCARE's Public Awareness Strategy
- Copped the Inter-American Development Bank's President's Award for Service Excellence & Innovation in the Public Sector for the iCARE project in 2019
- Hosted National Street Theatre on climate change in 2019 in recognition of World Environment Day at seven (7) locations throughout Trinidad and Tobago (over 60,000 reached via live streaming)
- Launched the EMA's Knowledge Series Environmental Webinars in 2020 and continued production of the Knowledge Series in 2021
- Delivered vacation camp sessions at locations throughout Trinidad (in person and virtual)
- Recognised environmental commemorative days via in person and virtual outreach activities
- Responded to public requests in the form of lectures, exhibitions and workshops
- Coordinated and aired children's story-telling video series and associated online games in 2021
- Conducted first virtual regional camp sessions (ages 5-8 and 9-16) with participants from Guyana and Trinidad and Tobago in 2021
- Hosted EMA's first virtual Green Leaf Awards and as part of its 25th anniversary celebrations the EMA recognized 25 citizens for their environmental stewardship and ownership

2.3 Strategic Planning

In developing this strategic plan, cultural assessment and transformation sessions were held during January and February 2021 for staff and members of the Management Committee. The sessions were geared towards enhancing the organisation's culture, performance and effectiveness. The objectives were to take stock with an organisational culture inventory (OCI) to determine what the EMA's behavioural norms, to consider the ideal culture for the EMA (Vision, Mission and Values) and to discuss ways to close the gaps.

Interviews with the EMA's Management Committee and focus group sessions with staff were conducted during the period September to October 2021. Working sessions were held with the Management Committee to discuss and validate the strategic objectives for this 2022 – 2026 Strategic Plan. It was agreed that this Strategic Plan will align with the NEP's six (6) environmental priorities, which were identified through extensive stakeholder consultations in Trinidad and Tobago. This alignment also supports the requirements of Section 31 of the EM Act, which states that *"The Authority and all governmental entities shall conduct their operations and programmes in accordance with the NEP established under section 18"*.

Based on the various consultations, the Vision and Mission remained unchanged but the Core Values were revised.

3. VISION STATEMENT

Within the context of the EMA's mandate, stakeholder expectations and the priorities of sustainability, productivity, innovation and collaboration, the EMA's Vision is:

VISION STATEMENT

Stewards of Trinidad and Tobago's natural resources and environment meeting current and future human, ecological and economic needs

4. MISSION STATEMENT

The current Mission was reviewed for adequacy as it relates to what the EMA will do every day to achieve its Vision and remains unchanged:

MISSION STATEMENT

We are committed to sustainably manage the natural resources and environment by providing a transparent framework to facilitate policy and decision making in development. This will be undertaken within an approved regulatory system, utilising intensive public education and a collaborative, cross-sectoral approach.

5. CORE VALUES

The EMA's Core Values are:

Core Value	Definition
Professionalism	Our conduct reflects responsible, ethical, and dependable behaviour that maintains quality standards.
Caring	We treat our employees, stakeholders, and the general public fairly and with empathy and mutual respect.
Innovation	We promote a culture conducive to continuous learning and the nurturing of new ideas for overcoming challenges and embracing advanced technological practices.
Integrity	We are committed to the principles of truthfulness, honesty and integrity in our work.
Accountability	We empower each other to accept responsibility for our actions and will enhance our Corporate Governance framework and processes through effective board oversight, a strong risk management culture and transparent systems. We will make sound decisions to ensure alignment with our goals and values.
Leadership	We inspire, motivate, empower, and engage employees to achieve our performance targets.
Teamwork	Our team fosters an environment of working together to achieve our common goal of environmental stewardship.

6. ENVIRONMENTAL PRIORITIES

Understanding our history, mandate and current position sets the tone for our strategic direction and positioning not only within a national context, but also regionally and internationally. We have to challenge ourselves to be the leading environmental organisation working with, and collaborating with, our stakeholders to conserve the environment in a sustainable manner. The EMA recognises the environmental priorities of the 2018 NEP as being critical to achieving sustainable development and therefore plans for the period 2022 – 2026 will be built on these six (6) priorities.

NEP ENVIRONMENTAL PRIORITIES



The table below identifies the goals/targets that align to the environmental priorities of the NEP, as well as the to the UN Sustainable Development Goals (Appendix I).

Environmental Priority Area	Goals/Target	Sustainable Development Goals
 <p>1. Protecting Environmental & Human Health through Pollution Control</p>	<ul style="list-style-type: none"> i. Improve the monitoring of environmental permits from 35% in 2021 to 60% in 2026. ii. Conserve and ensure wise use of the environment through effective implementation of laws, policies and other programmes. iii. Make relevant amendments to existing legislation with input from key stakeholders. iv. Expand the Ambient Air Quality Monitoring Network to nine (9) stations by 2025. v. Manage water quality of inland (surface and groundwater) coastal and marine waters to safeguard the health of humans and ecosystems. vi. Implement the Waste Management Rules, 2021 and continue sensitisation of stakeholders. vii. Manage the impact on communities and ecosystems from the health consequences of chemical spills, the unsafe handling and disposal of hazardous and non-hazardous waste. viii. Manage the impact on human and animal health and the natural environment from the adverse effects of noise whilst still allowing reasonable social, cultural and economic activity. 	<p>1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17</p>
 <p>2. Sustainably managing our Natural assets</p>	<ul style="list-style-type: none"> i. Manage the quantity and quality of our water assets by completing two (2) Watershed improvement plans, one in Trinidad & one in Tobago and coordinate implementation of these plans by 2026. ii. Manage our ESS by developing/updating and implementing five (5) Management Plans by 2026. iii. Manage our ESAs by implementing three (3) Management plans by 2026. iv. Protect, conserve and/or restore selected ecosystems and species to ensure the 	<p>6,7,9,12,13,14,15,17</p>

Environmental Priority Area	Goals/Target	Sustainable Development Goals
	<p>biodiversity of Trinidad and Tobago is sustained and ecosystems remain resilient to the impact of climate change by designating one (1) ESA.</p> <ul style="list-style-type: none"> v. Engage local, regional and/or international stakeholders in developing a coordinated approach to environmental conservation. vi. Advance scientific research and adopt technological innovation. vii. Improve access to funding opportunities to increase financial resilience. 	
 <p>3. Improving the local environment.</p>	<ul style="list-style-type: none"> i. Strengthen inter-agency collaboration and decision making with respect to unplanned and unauthorised developments ii. Promote recycling in national festivals and event management iii. Enhance collaboration and coordination on environmental matters with other governmental entities and civil society bodies iv. Continue to champion the implementation of the NEP and Environmental Code 	3, 4, 6, 9, 11, 12, 17,
 <p>4. Evolving a greener economy.</p>	<ul style="list-style-type: none"> i. Sensitise and educate stakeholders on the concepts of the green and blue economies. ii. Formulate strategies in collaboration with other relevant agencies towards the implementation of section 34 of the EM Act by the 2nd quarter of 2025. iii. Promote green design concepts and nature-based solutions in planning and development projects at the conceptual stage 	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17

Environmental Priority Area	Goals/Target	Sustainable Development Goals
 <p data-bbox="215 657 516 766">5. Fostering an environmentally responsible society</p>	<ul style="list-style-type: none"> <li data-bbox="553 289 1170 359">i. Implement strategies to increase compliance by permit holders by 20% by 2026. <li data-bbox="553 369 1170 512">ii. Develop effective and targeted public information and education programmes to encourage greater compliance with environmental regulations. <li data-bbox="553 522 1170 930">iii. Promote and increase opportunities for citizen/corporate engagement towards environmental stewardship by collaborating on the implementation of Section 19 (2) of the EM Act i.e. imposition of product charges where product manufacturing process or usage is a significant source of pollution and adjustment of direct government subsidies or the establishment of tax differentiation or tax incentives to encourage beneficial environmental activities. 	<p data-bbox="1196 289 1458 321">3, 4, 5, 9, 12, 16, 17</p>
 <p data-bbox="215 1314 516 1457">6. Addressing Climate Change & environmental and Natural Disasters</p>	<ul style="list-style-type: none"> <li data-bbox="553 982 1170 1087">i. Establish and operationalise a Climate Change Unit (CCU) to facilitate projects once the EMA is GCF accredited <li data-bbox="553 1098 1170 1745">ii. Implement strategies for making the EMA carbon zero by 2050 in line with the National Carbon Reduction Strategy by: <ul style="list-style-type: none"> <li data-bbox="618 1213 1170 1398">a. Greening the operations of the EMA with acquisition of at minimum two (2) electric hybrid vehicles and improving the environmental performance of the existing fleet. <li data-bbox="618 1409 1170 1551">b. Reducing waste and use of plastics, increasing recycling and implementing other sustainable practices in consumables by >80%. <li data-bbox="618 1562 1170 1631">c. Reducing energy through efficiency and alternate energy sources. <li data-bbox="618 1642 1170 1745">d. Reducing water consumption by a minimum of 20% by the 4th quarter of 2025. <li data-bbox="553 1755 1170 1896">iii. Strengthen the MRV system for the independent, fair, transparent, efficient and effective reporting, for the reduction and control of greenhouse gases. 	<p data-bbox="1196 982 1373 1014">7,11,12,13,17</p>

Environmental Priority Area	Goals/Target	Sustainable Development Goals
	iv. Establish a dedicated sub-unit under the Air Unit to implement the MRV system.	

7. CRITICAL SUCCESS FACTORS

The Critical Success Factors (CSFs) for EMA to achieve its strategic goals (objectives) are:

1. Effective Governance

- Continuous commitment and support from the Government, Line Ministry and Board of Directors to drive EMA towards its Vision
- Implementation of the appropriate organizational structure to support the strategic plan
- Acquisition of ISO 9001:2015 certification by the 3rd quarter of 2022
- Improved compliance with the requirements of the OSH Act to greater than 90% by the 4th quarter of 2023
- Production of the EMA's Annual Report within the statutory timelines as defined in the EM Act

2. Committed, Dynamic, Creative and Inspired Leadership, adaptable to Change

- Personal commitment and “right Tone from the Top” from the Chairman, Managing Director and Managers/Supervisors to make the EMA the leading environmental regulator
- Demonstrated creativity and innovation and the ability to adapt to changing needs quickly
- Coaching and mentoring of the management team to assume leadership roles

3. Sustained Strategic Alliances

- Continued support from key stakeholders, including funding, partnering and communication

4. Highly Skilled and Competent Human Capital

- Multi-disciplinary skilled workforce, innovative and able to rapidly adapt to changing needs
- Efficient and effective working environment (to include matters, such as, timely conclusion of union negotiations, establishing the appropriate staffing model for EMA, rewards consistent high performance and timely filling of vacancies)
- Corporate culture that brings out the best in teams of diverse, talented, engaged and passionate people
- Conduct the needed maintenance and repair to the EMA's infrastructure and vehicular fleet to minimize downtime to staff and public access 80% of the time.
- Undertake review of the performance appraisal process to reflect capability and accountability
- Increase efficiency and productivity to support the continuation of the Remote Work initiative

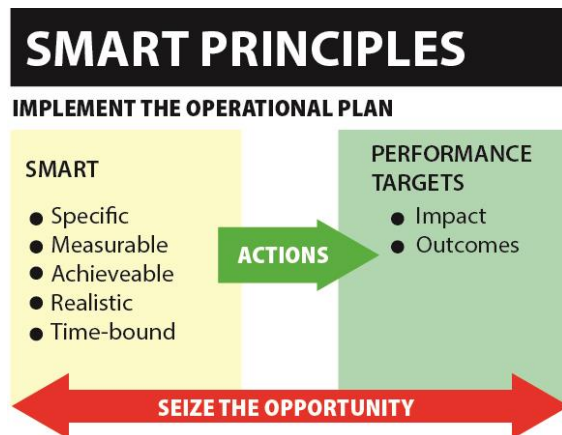
5. Resilient IT Infrastructure and Efficient Operating Procedures

- Provide enabling environment for increased public access to National Register information by the 4th quarter of 2023
- Implement systems for online payments by the 4th quarter of 2022
- Perform Annual Surveys of internal and external customers, using the results to improve processes annually

8. PERFORMANCE MONITORING

For any strategic plan to be successful, its implementation must be proactively monitored, so that corrective action can be taken, on a timely basis to ensure the achievement of planned outcomes. The GORTT has adopted an Integrated Performance Management Framework (IPMF) to guide the monitoring process. The primary focus of the IPMF is to ensure that systems and procedures are in place to assist organisations with managing their scarce resources to achieve efficient and effective operations and delivery. The IPMF is based on the following framework:

- Strategic Planning
- Results-based Budgeting
- Programme and Project Management
- Financial Management; and
- Monitoring and evaluation.



To this end, EMA shall develop a framework to monitor its performance against its stated strategic goals (objectives) and to ensure the Vision and Mission are being achieved. The responsibility for implementation of projects will be assigned to Project Champions. As each project is being planned, timed, resourced, actioned and monitored for success, the Project Champions should employ the SMART principle for efficient, cost effective, and timely corrective action.

Implementing the organisation’s strategic direction is complex, not least of all because of the myriad number of projects to be undertaken. Complexity is heightened by the challenge of moving the organisation to a constructive culture during the period of this strategic plan.

Without a doubt, there will be some challenges to address, the likely ones being:

Key Challenges

Governance and Internal Communication	<ul style="list-style-type: none"> ➤ How do we create a sense of urgency to drive the implementation? ➤ How do we keep this on everyone’s front burner? ➤ How do we provide up-to-date management information?
Funding	<ul style="list-style-type: none"> ➤ How do we get funding allocations on time to implement the actions? ➤ What other revenue streams can we earn from?
Capability and Capacity	<ul style="list-style-type: none"> ➤ How do we attract the right people? ➤ How do we retain trained and competent staff? ➤ How do we motivate our staff to be efficient, effective and to add value?
Management Information Systems	<ul style="list-style-type: none"> ➤ How do we define, structure and integrate information for management decision making?
Organizational Culture	<ul style="list-style-type: none"> ➤ How do we hold persons accountable? ➤ How do we encourage persons to maximize their performance? ➤ How do we manage implementation to safeguard against change fatigue? ➤ How do we encourage teamwork?
Compliance and Enforcement	<ul style="list-style-type: none"> ➤ How effective is our current regulatory regime to deal with present and emerging environmental issues? ➤ How do we effectively monitor and track all permits issued? ➤ How do we ensure compliance with permit requirements from stakeholders? ➤ How fast can we identify breaches and address these to completion? ➤ How effective is our enforcement action to address current breaches and act as a deterrent for potential violators?
Stakeholder Management	<ul style="list-style-type: none"> ➤ How do we encourage stakeholders to provide timely responses? ➤ How do we effectively manage and collaborate with our stakeholders to protect and manage the environment?

These challenges (as with the Critical Success Factors) would be reviewed and addressed during the planning of each project. Change is never easy, but at the end of the day, EMA’s SUCCESS is a measure of individual commitment and personal accountability. It is about each person rising to the challenge for progressive national development.

APPENDIX I: Sustainable Development Goals



APPENDIX 2: Policies and Legislation

Air Pollution Rules, 2014 [LINK TO DOCUMENT](#)

Air Pollution (Fees) Regulations, 2014 [LINK TO DOCUMENT](#)

Certificate of Environmental Clearance Rules, 2001 [LINK TO DOCUMENT](#)

Certificate of Environmental Clearance Designated Activities Order [LINK TO DOCUMENT](#)

Certificate of Environmental Clearance Designated Activities Order Amendment 2007 [LINK TO DOCUMENT](#)

Certificate of Environmental Clearance Designated Activities Order Amendment 2008 [LINK TO DOCUMENT](#)

Certificate of Environmental Clearance (Fees and Charges) Regulations, 2001 [LINK TO DOCUMENT](#)

Environmental Management Act, Chapter 35:05 [LINK TO DOCUMENT](#)

Environmentally Sensitive Areas Rules, 2001 [LINK TO DOCUMENT](#)

Environmentally Sensitive Species Rules, 2001 [LINK TO DOCUMENT](#)

National Environmental Policy 2018 [LINK TO DOCUMENT](#)

National Development Strategy of Trinidad and Tobago - Vision 2030 [LINK TO DOCUMENT](#)

Noise Pollution Control Rules, 2001 [LINK TO DOCUMENT](#)

Noise Pollution Control (Fees) Regulations, 2001 [LINK TO DOCUMENT](#)

Waste Management Rules, 2021 [LINK TO DOCUMENT](#)

Waste Management (Fees) Regulation, 2021 [LINK TO DOCUMENT](#)

Water Pollution Rules, 2019 [LINK TO DOCUMENT](#)

Water Pollution (Fees) Regulations, 2019 [LINK TO DOCUMENT](#)